

Action Plan

ccNSO Strategic and Operational Plan Committee (SOPC)

version 3 - July 2022

Next steps with respect to review of the SOPC.

1. Verify results from 2nd Workshop and community consultations
2. Review amended charter SOPC (reflects re-statement of purpose of SOPC)

Background: Jamboard SOPC

https://jamboard.google.com/d/16ue3ZZV6-J_8zE1PcpQRFrwAmt1k2GprxTqY3Rp4skQ/viewer?f=0

1. Introduction

The ccNSO Strategic and Operating Planning Committee (SOPC) is according to its current charter tasked to coordinate, facilitate, and increase the participation of ccTLD managers in the strategic and operational planning processes and related budgetary processes of ICANN and Public Technical Identifiers (PTI). In addition the SOPC has the right to submit a Rejection Action Petition, where appropriate, against the ICANN and IANA budgets, as well as their strategic and operating plans.

After completing and submission of the SOPC comments on the 5 year Operational Plan and FY23 annual Operational Plan and Budget, the recently appointed chair and vice-chair of the SOPC, believed it was good practice to review and, if necessary, the scope of activities and working methods of the group.

The main reasons for the review are:

1. Evolution of ICANN Planning Processes
2. Evolution of ICANN activities
3. Increased interest in (related) processes by other groups, both ccNSO internal and external.

Goal of the review is to ensure the SOPC meets the expectation of its members, Council and the broader ccTLD community and the SPOC is mandated and equipped properly to meet its tasks.

To review its purpose, scope of activities and working methods the SOPC decided to use a forward-looking Strengths, Opportunities, Aspiration and Results(SOAR) analysis and based on the outcome of the SOAR, develop an action plan to achieve the (updated) goals of the SOPC.

In this document the various steps in the analysis and the proposed way forward in terms of an Action Plan are summarized.

2. Background

a. Purpose and scope of activities of the SOPC

Current Purpose Statement

The SOPC was established in 2009 to to coordinate, facilitate, and increase the participation of ccTLD managers in the strategic and operational planning processes and related budgetary processes of ICANN and Public Technical Identifiers (PTI).

The Committee has the right to submit a Rejection Action Petition, where appropriate, against the ICANN and IANA budgets, as well as their strategic and operating plans under the procedure for exercise of the empowered community's rights to reject specified actions defined in the ICANN Bylaws, Annex D, section 2.1 (f) ICANN budgets, (g) IANA budgets, (h) operating plans and (i) strategic plans to the ccNSO as Decisional Participant (as defined in section 6.1(a) of the ICANN Bylaws as amended 28 November 2019).

Current Scope of Activities

In achieving its objective, the Committee will undertake, but is not limited to, the following activities:

- Organizing ccTLD-focused strategy and operation sessions at ICANN events. These events shall be open to the public.
- Disseminating and summarizing information relevant to ICANN's Strategic and Operating Plan.
- Commenting on ICANN and PTI's Strategic and Operating Plans and Budgets.

The Committee may liaise with ICANN and/or other supporting organizations and advisory committees.

The Committee will proactively seek out and foster participation and input from ccTLD managers and provide regular feedback to the ccNSO on the strategic and operational planning processes.

b. Contribution of the SOPC to the value of the ccNSO

In July 2020, the ccNSO Council agreed that from their perspective, the value and purpose of the ccNSO for the ccTLD Community and other stakeholders is the following:

- The ccNSO provides a global platform for ccTLD managers to:
 - Undertake policy and policy-related work
 - Cooperate and learn
 - Engage with other stakeholders and ICANN
- The ccNSO is the supporting organizations of ICANN specifically for ccTLD managers and the decisional participant through which the ccTLD Managers act.

The SOPC contributes both to the global platform function and role of the ccNSO as supporting organization with powers as member of the empowered community. Through its activities the SOPC contributes to advance the ccTLD perspectives and interests in and to

ICANN's broader work on its core mission and responsibilities.

3. Outcome SOPC SOAR Analysis

a. SOAR Analysis: Methodology

The SOPC used SOAR analysis to review its current objective and tasks with a view to develop an action plan to make the SOPC future proof for the upcoming years. The reason to use this method is that in contrast to for example a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis it is more forward looking. While SWOT analysis takes a look at where a group is, the SOAR strives to be forward-thinking to address the potential of the group. By not focusing on weaknesses and threats, through a SOAR a group focuses on positive elements more likely to be influenced by the group and less on what negative elements from the past.

b. Results Soar Analysis

The first step of the approach is that Committee members identify:

- **Strengths.** What are the drivers of success of the SOPC?
- **Opportunities.** What are the chances / areas of improvement?
- **Aspirations.** What are initiatives and processes geared towards the future?
- **Results.** Is the SOPC on the right track to achieve its goals and aspirations? How to transform vision of success into reality?

The outcome of the analysis was following

Strengths. What are the drivers of success of the SOPC?

- Working methods
 - Reactive
 - Fast response
 - Self-Organise, timely delivery
- Focus
 - Seeing big picture
 - Gap Analysis
- Skill set SOPC
 - International Perspective
 - Understanding of Operational Planning
 - Experience of those who run their own strategic & operational Plans and budgets
- Membership
 - Continuity
 - Retention of members
 - Members with varied experiences and background
 - Diverse perspectives, geo-diversity

Opportunities. What are the chances / areas of improvement?

- Collaborate
 - Collaborate with GNSO Registry Stakeholder group
 - Collaborate with other group
 - Consultation-input technical people from the community
 - Partner with other “complimentary” groups
- Coordinate
 - SOPC as Coordination Committee
- Focus
 - More focus on relevancy

Aspirations. What are initiatives and processes geared towards the future?

- SOPC as trusted partner
 - Get level of perfection where the SOPC is no longer needed
 - ccTLD community believes this group is doing a good job and represents the community’s interest (well)
- Influential Voice that matters
 - To become and maintain to be influential in reviewing documents, plans, budgets, continue to be a voice that “matters”
- Focus on improving ICANN
 - Keep ICANN honest, sound and stable
 - Help ICANN create a more streamlines process, and less heavy weight job

Results. Is the SOPC on the right track to achieve its goals and aspirations? How to transform vision of success into reality?

- Comment should make an impact
 - Provide reasonable/adequate comments
 - Review whether SOPC comments are taken into account
- Deliver in time, as agreed and of high quality
 - Efficient, consistent process for reviewing and drafting strategic plan, with timelines to enable community time to comment

4. Impact Results SOAR Analysis: Re-statement of Purpose of the SOPC

As a result of the SOAR Analysis the SOPC was in a position to determine:

1. The opportunities that would best leverage the strengths of the SOPC. The SOPC membership believes that the SOPC should focus on topics relevant from a ccTLD and/or ccNSO perspective and is expected to collaborate with other groups, such as relevant ccNSO WGs or Committees, similar groups of the GNSO and technical community.
2. The ambition of the SOPC i.e what the SOPC wants to achieve in concrete terms. The SOPC membership believes that the SOPC is to provide input on the strategic and operational planning processes and related budgetary processes of ICANN and Public Technical Identifiers (PTI) that is relevant from a ccTLD and/or ccNSO perspective and

taken into account and to coordinate, facilitate, and increase the involvement of ccTLD Managers in these processes.

Combining these two elements results in following (purpose) statement:

The objective of the Committee is to provide input on the strategic and operational planning processes and related budgetary processes of ICANN and Public Technical Identifiers (PTI) that is relevant from a ccTLD and/or ccNSO perspective and taken into account and to coordinate, facilitate, and increase the involvement of ccTLD Managers in these processes.

In fulfilling its objective the Committee should focus on topics relevant from a ccTLD and/or ccNSO perspective and is expected to collaborate with other groups, such as relevant ccNSO WGs or Committees, similar groups of the GNSO and technical community.

This re-statement was supported by a vast majority of the attendees of the SOPC session, who did vote.

One of the core concepts in the updated purpose statement is the objective to provide input that is relevant from a ccTLD and/or ccNSO perspective. This part of the statement assumes that the SOPC will focus and raise matters that are most relevant for ccTLD and the ccNSO and less on the full spectrum of ICANN's plans. The community present at the SOPC session in The Hague had a mixed view on this matter:

- Only focus on ccTLD-relevant strategic initiatives - 36%
- Focus on ICANN's strategic & operational planning and budget - 50%
- Focus on all ICANN planning initiatives – 14%

As was noted, It's almost impossible to look at priorities if you don't look at others parts as well. The community cannot ask for prioritization of something that is of concern for ccTLDs if we don't give our views on the other parts (priorities) of plans. Going forward the SOPC will focus on ccTLD-relevant topics, however in the context of the ICANN's strategic & operational plans and budget.

With respect to the coordination, facilitation, and increase of the involvement of ccTLD Managers in ICANN's planning processes the following: The SOPC is currently mandated to make submissions as SOPC without consultation of ccNSO membership and/or ccNSO Council. Going forward, the SOPC asked whether the SOPC should consult the ccTLD community first, before submitting any comments. This would increase participation of the broader community in the process. The temperature of the room indication in this area was not conclusive: 40 % of the people voting preferred that he SOPC would community first before submitting comments, and 50 % supported option SOPC would submit its comments first and then inform the community. After discussion the community present did support the view that the SOPC was mandated to do work on behalf of the community, and there is , it is a matter of trust in capabilities of the SOPC, with enough opportunities to verify.

With respect to coordination and collaboration with other groups (ccNSO internal and external), again vast majority (81%) of the community members who attend the SOPC session during ICANN74, and who voted, supported the suggestion to coordinate& collaborate with

other ccNSO groups. A similar high level of support (83%) was expressed for collaborating and coordinating with other, similar, non-ccNSO groups.

5. Impact Results SOAR Analysis: Action Plan

a. Clustering of proposed actions

The third element of the analysis is how to leverage the opportunities to achieve the ambition i.e. who needs to do what and when to achieve the ambition. In the second SOAR workshop the SOPC was asked to list actions that to achieve the SOPC objective. Combining the results from the brainstorming this resulted in following proposed areas for action:

Working Method

- ***Develop Questions per planning doc***
 - Call on specifics if plan is not understood
 - Before commenting seek clarification if needed
 - Develop questions for SOPC to focus its review and comments
- ***Organizing activities of SOPC***
 - Sub-group approach on matters that are relevant
 - Look critical at working group approach, build up expertise
 - Change leadership of (sub)group(s) regularly to increase participation of members
- ***Planning of SOPC activities (priority 1)***
 - Schedule the activities of SOPC following cadence of ICANN's planning
 - Build action plan / working budget group increase efficiency
 - Percentage Budget expenditure difference per year
 - Guidance /understand differences per year
 - Basic documents are similar one year to the other, look for difference

Focus

- ***Look at ccTLD relevant areas and hone in on healthy ICANN***
- ***Look at the differences compared with previous year(s)***

Goal of SOPC output/monitor results

- ***Trust but verify***
- ***Need to ensure information is consistent over years***
- ***Monitor progress year to year, show what's been achieved***
- ***Monitor impact of submission***
- ***Create culture of questioning***

Next steps with respect to review of the SOPC.

3. Verify results from 2nd Workshop and community consultations
4. Planning of SOPC activities, following the cadence of ICANN planning
5. Review amended charter SOPC (reflects re-statement of purpose of SOPC)